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MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Retreat Items, Personnel Management

REFERENCE : Multi adse memo fr DDCI dtd 5 Oct 78, subject:
Follow-Up [] 29-30 September

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1. Action Requested: Recommendations for your approval are contained in paragraph 4.

2. Background: Reference requested the addressees to send comments on the four personnel management items in Section II to the Office of Personnel for collation and forwarding to you. Attached are four files containing the responses of the five Career Services with memoranda summarizing the thrust of the comments.

We have made the summaries brief. The logic and flow of the comments are difficult to capture in any summarization and essential points lose their cohesiveness in the precis format. We believe the sense of the Career Service responses can be obtained only from a reading of the individual memoranda. The responses are in the context of the existing concepts of the Agency's personnel management approach, and in general support the current system with some minor modifications directed to the improvement of certain practices. There are, however, several suggestions or solutions to perceived problems proposed in the memoranda which are either not addressed in the other responses or appear to be opposed to positions taken on the same matter by another Service.

3. Staff Position: As a more effective way of sharing the suggested solutions and to clarify the differences relative to the rationale of the varied views of the Directorates on each of the specific personnel management topics, we recommend that an Executive Advisory Group meeting be scheduled to address the discrete topics discussed in these papers. We

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further recommend that the results of the EAG discussions, whether a coordinated position or not, not be acted upon at this time but made available to the management study team from the National Academy of Public Administration. This input could well serve as supplemental information useful in their review of our personnel management system.

The present personnel management system, essentially anchored to decentralized authority responsibility and accountability in the Career Services for employee personnel management and development, is an integrated and logically inter-related process. Changes or revisions to segments of these processes must be thoroughly studied before implementation to anticipate impact on other aspects of the system if we are to avoid dysfunctional consequences. Changes, other than minor modifications, in essential elements of the system, must be weighed in the context of the basic conceptual approach to the management of our personnel. For this reason, we recommend that the results of the management team's study be available and approved before implementing further significant change in the Agency's personnel management system.

4. Recommendations: It is recommended that:

a. Prior to the management team study the EAG as a body address the Section II items of reference to share proposals and develop coordinated positions where possible.

b. The results of the management study be available and approved before implementing further change in the personnel management system.

F. W. M. Janney

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Attachments

Recommendation 4a is:

() APPROVED () DISAPPROVED

Recommendation 4b is:

() APPROVED () DISAPPROVED

Deputy Director of Central Intelligence

Date

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